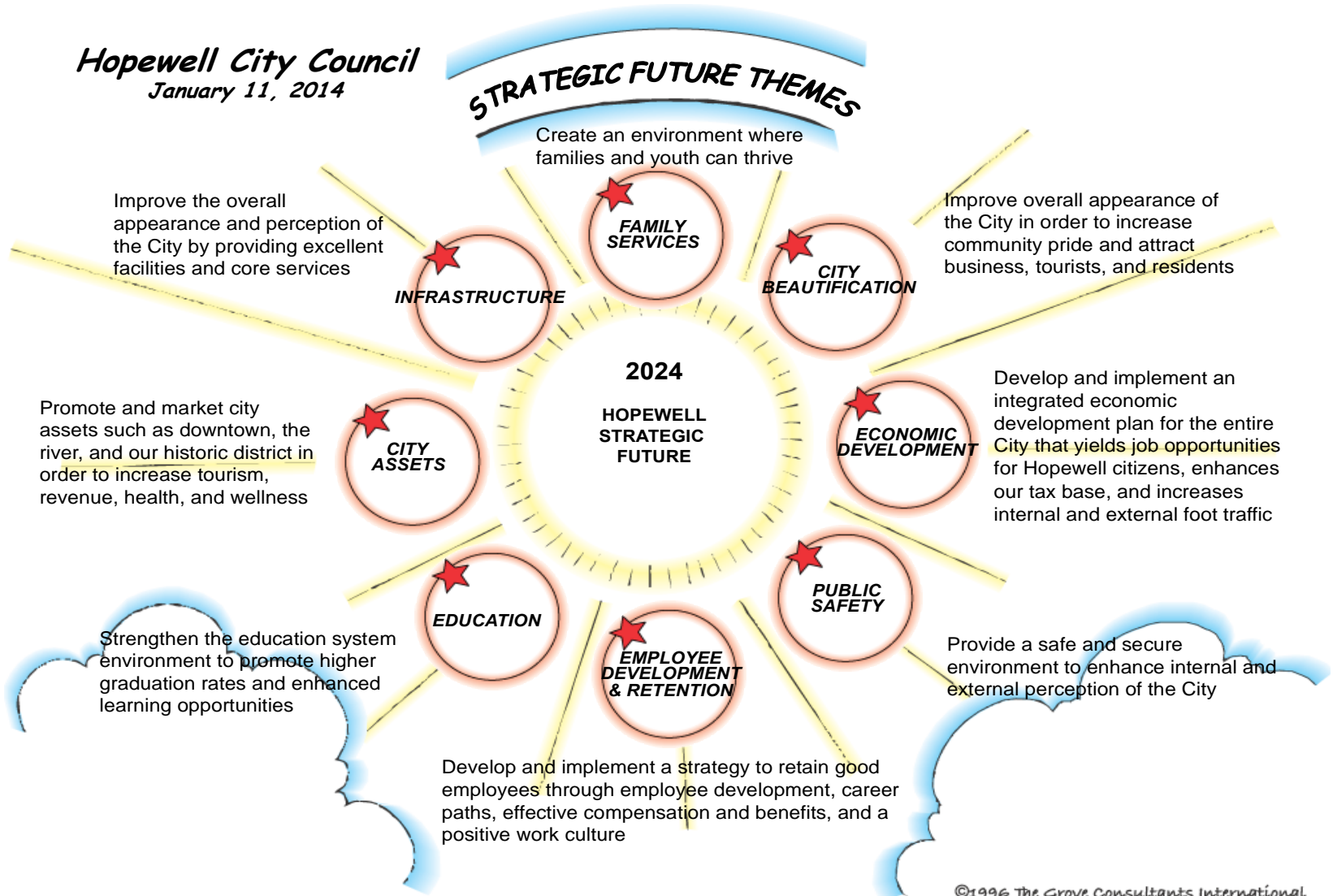




City of Hopewell Overview of Strategic Plan

Revised September 2014



2024: HOPEWELL CITY COUNCIL STRATEGIC GOALS

City Beautification

Improve overall appearance of the City in order to increase community pride and attract business, tourists, and residents

Education

Strengthen the education system environment to promote higher graduation rates and enhanced learning opportunities

City Assets

Promote and market city assets such as downtown, the river, and our historic district in order to increase tourism, revenue, health, and wellness

Family Services

Create an environment where families and youth can thrive

Public Safety

Provide a safe and secure environment to enhance internal and external perception of the City

Infrastructure

Improve the overall appearance and perception of the City by providing excellent facilities and core services

Economic Development

Develop and implement an integrated economic development plan for the entire City that yields job opportunities for Hopewell citizens, enhances our tax base, and increases internal and external foot traffic

Employee Development and Retention:

Develop and implement a strategy to retain good employees through employee development, career paths, effective compensation and benefits, and a positive work culture

HOPEWELL CITY COUNCIL PRIORITIES

City Beautification

Goal: Improve overall appearance of the City in order to increase community pride and attract business, tourists, and residents

- | | |
|---|---|
| 1 | Establish an effective recycling program |
| 2 | Revise ordinances that will enhance Code Enforcement efforts and work with the court system to enhance accountability |
| 3 | Address code enforcement through employee training, customer service, public education, and code walk-throughs |
| 4 | Improve and re-implement the Rental Inspection Program |
| 5 | Develop a strategy to facilitate beautification efforts by businesses, corporations, and residents to include clean up and maintenance along with landscaping and green space development and consider how established committees and volunteers might play a role in this effort |

HOPEWELL CITY COUNCIL PRIORITIES

Education

Goal: Strengthen the education system environment to promote higher graduation rates and enhanced learning opportunities.

- 1 Provide sufficient funding for community and system goals according to the priorities established by the School Board.

HOPEWELL CITY COUNCIL PRIORITIES

City Assets

Goal: Promote and market city assets such as downtown, the river, and our historic district in order to increase tourism, revenue, health, and wellness

- | | |
|---|--|
| 1 | Implement a program for gateway improvement |
| 2 | Develop and implement an effective branding program that will improve the overall perception of the City |
| 3 | Implement an effective tourism strategy to promote the City's assets |
| 4 | Implement a signage and way-finding system and ensure coordination with previous efforts of the City and current efforts of the Downtown Partnership |
| 5 | Develop and implement a strategy that promotes the river as a unique and irreplaceable asset |
| 6 | Develop and implement a strategy to effectively communicate about the City using diverse methods |

HOPEWELL CITY COUNCIL PRIORITIES

Family Services

Goal: Create an environment where families and youth can thrive

- 1 Provide a youth center to meet social and recreational needs and consider how activities may meet other family needs
- 2 Evaluate the park system to identify potential changes that will benefit the City (i.e. Re-organization, revisit use of existing parks, prioritize resources, cost-benefit, community needs, consider work session with Park Commission)

HOPEWELL CITY COUNCIL PRIORITIES

Public Safety

Goal: Provide a safe and secure environment to enhance internal and external perception of the City

- | | |
|---|--|
| 1 | Build a public safety building |
| 2 | Implement emergency communications system that is compatible with the new building |
| 3 | Implement a career development system in the police and fire departments to retain personnel |
| 4 | Develop and implement a public relations strategy to improve the perception of Hopewell as a safe and inviting place to live |
| 5 | Provide funding for manpower and equipment to ensure we can maintain police department's national accreditation status and continue proactive public safety strategies |

HOPEWELL CITY COUNCIL PRIORITIES

Infrastructure

Goal: Improve the overall appearance and perception of the City by providing excellent facilities and core services

- | | |
|---|--|
| 1 | Develop and implement a street improvement program that identifies long term needs, phased improvements, and increased dedicated annual funding, to include curb and gutter and pedestrian friendly improvements |
| 2 | Evaluate drainage needs as they relate to stormwater regulations and implement improvements as required |
| 3 | Evaluate staffing in Public Works to insure that we have adequate line staffing |

HOPEWELL CITY COUNCIL PRIORITIES

Economic Development

Goal: Develop and implement an integrated economic development plan for the entire City that yields job opportunities for Hopewell citizens, enhances our tax base, and increases internal and external foot traffic

- 1 Hire a full time economic development director to also serve as assistant city manager
- 2 Develop and implement a comprehensive economic development plan, with immediate emphasis on the Route 36 corridor
- 3 Study and enhance our incentive package to insure that it draws in desired businesses
- 4 Develop and implement a business/industry retention plan to ensure that we keep businesses in Hopewell
- 5 Develop and implement a strategy to enhance knowledge of tax incentives to promote improvement of housing stock and retail/commercial property

HOPEWELL CITY COUNCIL PRIORITIES

Employee Development and Retention

Goal: Develop and implement a strategy to retain good employees through employee development, career paths, effective compensation and benefits, and a positive work culture

- 1 Develop and implement a defined, uniform compensation plan that assures that our salaries are competitive with surrounding localities
- 2 Develop and implement a career development plan
- 3 Develop and implement a succession plan
- 4 Develop and implement a plan to market the City as an employer of choice, both internally and externally

HOPEWELL STRATEGIC ACTION IMPLEMENTATION PLAN



The City Manager and staff members developed the following Action Plan to address the City Council's Strategic Goals and Priorities. Note that Priorities have been changed to Objectives. Additionally, several changes are recommended and noted in italics.

(status of key tasks/activities and target dates as of September 5, 2014)

HOPEWELL ACTION PLAN

Strategic Goal Title: City Beautification

Improve overall appearance of the City in order to increase community pride and attract business, tourists, and residents

Objective 1: Establish an effective recycling program

Champion: Ed Watson

Supporting Staff: Monique Robertson

Key Tasks/Activities	Target Dates
1. Work with Keep Hopewell Beautiful (KHB) and other organizations to educate the public and inform citizens of the new curbside recycling program	1-2014
2. Contractor distributes toters	6-2014
3. Implement program	Completed 7-2014

HOPEWELL ACTION PLAN

Strategic Goal Title: City Beautification

Improve overall appearance of the City in order to increase community pride and attract business, tourists, and residents

Objective 2: Enhance code enforcement ordinances and training to ensure higher levels of compliance and effective enforcement (Note: recommend combining Objectives 2 and 3)

Champion: Tevya Griffin Supporting Staff: David Fratarcangelo, John Keohane

Key Tasks/Activities	Target Dates
1. Develop and deliver a presentation to Council to educate them on existing property maintenance codes, derelict building provisions, and spot blight and provide ideas for new ordinance language	2-2014
2. Draft ordinance language	3-2014
3. Hold Council work session to review new and modified ordinances	7-2014
4. Conduct public hearings for new/revised ordinances (i.e. grass cutting season, vacant housing registry, spot blight ordinance, inoperable vehicles)	8-2014 (spot blight and inoperable vehicles) 10-2014 (grass cutting)

HOPEWELL ACTION PLAN

Strategic Goal Title: City Beautification (Continued)

Improve overall appearance of the City in order to increase community pride and attract business, tourists, and residents

Objective 2: Enhance code enforcement ordinances and training to ensure higher levels of compliance and effective enforcement (Note: recommend combining Objectives 2 and 3)

Champion: Tevya Griffin

Supporting Staff: David Fratarcangelo, John Keohane

Key Tasks/Activities	Target Dates
5. Develop public relations/education strategy for citizens (i.e. brochure, media, newsletter, website) and develop staff training on customer service and ordinances and code walk-throughs \$	9-2014
6. Implement public relations/education strategy for citizens and conduct staff training on customer service, ordinances, and code walk-throughs \$	10-2014
7. Begin implementation and enforcement of ordinances	1-2015

HOPEWELL ACTION PLAN

Strategic Goal Title: City Beautification (Continued)

Improve overall appearance of the City in order to increase community pride and attract business, tourists, and residents

Objective 4: Impose and re-implement the Rental Inspection Program

Champion: Tevya Griffin

Supporting Staff: Roger Brown

Key Tasks/Activities	Target Dates
1. Meet with building inspectors to assess existing program (i.e. pros/cons)	1-2014
2. Provide presentation to City Council on strength and weaknesses of the existing program	2-2014
3. Request code inspector position in FY 14-15 budget \$ <ul style="list-style-type: none">➤ New rental inspector hired➤ Resignation of new rental inspector	2-2014 7-2014 8-2014
4. Pending approval of position, revise program to address strengths and weaknesses including code amendments	5-2014
5. Advertise position	9-2014
6. Hire new employee and train	10-2014
7. Implement and enforce program	1-2015

HOPEWELL ACTION PLAN

Strategic Goal Title: City Beautification (Continued)

Improve overall appearance of the City in order to increase community pride and attract business, tourists, and residents

Objective 5: Develop a City strategy to facilitate City beautification through partnerships with businesses, corporations, and residents

Champion: Charles Dane

Supporting Staff: Department Directors, Volunteers

Key Tasks/Activities		Target Dates
1.	Hire ACM \$	7-2014
2.	Establish oversight committee to include key persons in businesses, corporations, and residents to identify areas of the City for beautification, to include partners who will support/assist in funding the projects	1-2015
3.	Develop guidance strategy/plan with costs and timeline for beautification projects, including funding plan for maintenance	2-2015

HOPEWELL ACTION PLAN

Strategic Goal Title: City Beautification (Continued)

Improve overall appearance of the City in order to increase community pride and attract business, tourists, and residents

Objective 5: Develop a City strategy to facilitate City beautification through partnerships with businesses, corporations, and residents

Champion: Charles Dane

Supporting Staff: Department Directors, Volunteers

Key Tasks/Activities	Target Dates
4. Take the plan to City Council for approval and funding \$	11-2015
5. Implement the program	7-2016
6. Include ongoing maintenance in the annual budget \$	Ongoing

HOPEWELL ACTION PLAN

Strategic Goal Title: Education

Strengthen the education system environment to promote higher graduation rates and enhanced learning opportunities

Objective 1: Provide sufficient funding for community and system goals according to the priorities established by the School Board

Champion: Mark Haley and Dr. Fahey Supporting Staff: Finance Directors of both areas

Key Tasks/Activities	Target Dates
1. Superintendent, City Manager, and Directors of Finance (Schools and City) meet to review budget requests and discuss revenue	1-2015
2. Conduct joint annual work session with the City Council and School Board to share mutual information about goals, needs, and priorities and funding sources and to improve the partnership (including the need for adult education, workforce development, and civic retention needs/strategies)	2-2015
3. Schools submit budget request	3-2015
4. Complete budget process	5-2015

HOPEWELL ACTION PLAN

Strategic Goal Title: Education

Strengthen the education system environment to promote higher graduation rates and enhanced learning opportunities

Objective 2: Conduct City sponsored activities that enhance learning and career opportunities for youth

Champion: City Manager

Supporting Staff: Department Directors

Key Tasks/Activities	Target Dates
1. Increase participation in school sponsored youth development programs (i.e. SOAR, job shadowing, J.O.B.S., apprenticeships, career day, etc.)	Year-Round

HOPEWELL ACTION PLAN

Strategic Goal: City Assets

Promote and market city assets such as downtown, the river, and our historic district in order to increase tourism, revenue, health, and wellness

Objective 1: Implement a signage and wayfinding system and a program for gateway improvement, ensuring coordination with past efforts and partners as required

Champion: Tevya Griffin Supporting Staff: Management Team, Public Works, John Randolph Medical Center, Chamber of Commerce, HDP, EDA

Key Tasks/Activities	Target Dates
1. Review historical activities/plans related to gateway improvement, signage, and wayfinding and determine what is needed to align with current needs (Note: Previous wayfinding plan included gateway signage; include new branding as part of the signage)	7-2014
2. Engage key stakeholders in development of implementation strategy (i.e. EDA, Planning Commission, Downtown Partnership, business, and nonprofits)	11-2014

HOPEWELL ACTION PLAN

Strategic Goal: City Assets (Continued)

Promote and market city assets such as downtown, the river, and our historic district in order to increase tourism, revenue, health, and wellness

Objective 1: Implement a signage and wayfinding system and a program for gateway improvement, ensuring coordination with past efforts and partners as required

Champion: Tevya Griffin Supporting Staff: Management Team, Public Works, John Randolph Medical Center, Chamber of Commerce, HDP, EDA

Key Tasks/Activities	Target Dates
3. Evaluate needs, options, priorities, costs, and consider phasing	11-2014
4. Submit final plan to City Council for approval including costs and phasing structure	1-2015
5. Include funding in the budget or CIP as appropriate \$	1-2015

HOPEWELL ACTION PLAN

Strategic Goal: City Assets

Promote and market city assets such as downtown, the river, and our historic district in order to increase tourism, revenue, health, and wellness

Objective 2: Develop and implement an effective branding program that will improve the overall perception of the City

Champion: Charles Dane

Supporting Staff: Management Team, Downtown Partnership

Key Tasks/Activities	Target Dates
1. Interface and communicate with Hopewell Downtown Partnership to coordinate efforts and determine how to implement as a Citywide brand	9-2014
2. Engage if necessary a branding or marketing consultant to facilitate project \$	10-2014
3. Develop a public relations and marketing plan to implement the brand \$	11-2014
4. Implement the branding strategy	1-2015

HOPEWELL ACTION PLAN

Strategic Goal: City Assets

Promote and market city assets such as downtown, the river, and our historic district in order to increase tourism, revenue, health, and wellness

Objective 3: Implement an effective tourism strategy to promote the City's assets

Champion: City Manager

Supporting Staff: EDA, Chamber of Commerce

Key Tasks/Activities		Target Dates
1.	Complete MOU with Chamber and County of Prince George for joint venture of visitor center	4-2014
2.	Develop kiosk or tourism presence in downtown location (consider outdoor kiosk options) \$	7-2014
3.	Develop marketing plan and tourism zones (address signage on I 295/95)	7-2014
4.	Improve communication and strengthen relationship with Petersburg Area Regional Tourism and National Park Service (support Friends of Petersburg National Battlefield Park)	7-2014

HOPEWELL ACTION PLAN

Strategic Goal: City Assets

Promote and market city assets such as downtown, the river, and our historic district in order to increase tourism, revenue, health, and wellness

Objective 4: Develop and implement a strategy to promote the river as a unique and irreplaceable asset

Champion: Charles Dane

Supporting Staff: EDA, Chamber of Commerce

Key Tasks/Activities	Target Dates
1. Establish a marketing plan to promote all riverfront properties (marina, Appomattox Manor, Weston Manor, etc.) <ul style="list-style-type: none">• Promote through ecotourism, special events and scenic river designation• Promote blue ways/riverwalk development• Seek or develop a waterfront restaurant• Promote and improve marketing and accomplishments of FOLAR and JRA	7-2015
2. Seek funding as appropriate \$	11-2015
3. Implement the plan	7-2016

HOPEWELL ACTION PLAN

Strategic Goal: City Assets

Promote and market city assets such as downtown, the river, and our historic district in order to increase tourism, revenue, health, and wellness

Objective 5: Develop and implement a strategy to effectively communicate about the City using diverse methods

Champion: Charles Dane, Herbert Bragg

Supporting Staff: HR, Management Team, IT

Key Tasks/Activities	Target Dates
1. Evaluate options to achieve enhanced communication and present options to the City Council	10-2014
2. Establish a position for a communications manager/coordinator or contract as appropriate (i.e. to address website, writing, newsletter, social media strategy, policies, citizen education and information dissemination, alternative communication strategies to reach all members of population) \$	1-2015
3. Hire, train, and implement	7-2015

HOPEWELL ACTION PLAN

Strategic Goal: Family Services

Create an environment where families and youth can thrive

Objective 1: Provide a youth center to meet social and recreational needs and consider how activities may meet other family needs

Champion: City Manager Supporting Staff: Recreation, Social Services, Police Department, Library, Healthy Families, John Randolph Foundation

Key Tasks/Activities	Target Dates
1. Determine whether the John Randolph Foundation's new youth services specialist can provide a community needs assessment for a youth/family resource center. Depending on availability, seek resources to conduct the study (i.e. contract, etc.)	Hiring a consultant Sept. 2014
2. Assemble the stakeholders in City government to explore needs and location options and to give design input (i.e. Mallonee Gym) for the youth family resource center (i.e. needs, space needs including existing facilities, roles for partners, location). JRF has hired Youth Network Officer with a Youth Steering Committee of which many of the champions are listed and would suggest they move forward through the process.	Ongoing 2014-2015 Dates below may change
3. Develop options, including the feasibility of the identified locations (i.e. tax credits, grants, level of upkeep, funding sources)	9-2014
4. Develop a recommendation for the center, to include business plan, capital and long term operation and maintenance plan	12-2014
5. Seek Council approval and finalize plan/strategy \$	1-2015
6. Implement	7-2015

HOPEWELL ACTION PLAN

Strategic Goal: Family Services

Create an environment where families and youth can thrive

Objective 2: Evaluate the park system to identify potential changes that will benefit the City (i.e. re-organization, revisit use of existing parks, prioritize resources, cost benefit, community needs, consider work session with Park Commission)

Champion: Director of Recreation & Parks

Supporting Staff: EDA, ACM

Key Tasks/Activities	Target Dates
1. Review the current master recreation master plan (developed in 2012) and provide update of tasks completed, and acquire Council input - Update on what sites have been completed, what sites we are currently working on and future sites (usually 4) mapped out for each future fiscal year.	5-2014 and ongoing with funding provided in each future FY
2. Involve economic development to review park properties for economic development - possible sites to be used for development: Union Hall, Davisville, 3 ½ Park using asphalt area, Union Fort using open field area, and Riverside Harbor	5-2014
3. Develop sports tourism as part of the update to the Recreation Master Plan	10-2014 and ongoing

HOPEWELL ACTION PLAN

Strategic Goal Title: Public Safety

Provide a safe and secure environment to enhance internal and external perception of the City

Objective 1: Build a public safety building

Champion: Ed Watson Supporting Staff: Donald Hunter, John Keohane, Mark Haley, Jerry Whitaker,
David Fratarcangelo

Key Tasks/Activities	Target Dates
1. Procure funding	Complete
2. Initiate Request for Proposal for architectural services \$	Complete
3. Hire an architectural firm	8-2014
4. Select building site \$	10-2014
5. Develop plans and specifications	4-2015
6. Develop RFB to hire building contractor and advertise	6-2015
7. Award contract	9-2015
8. Construct building \$	1-2016

HOPEWELL ACTION PLAN

Strategic Goal Title: Public Safety

Provide a safe and secure environment to enhance internal and external perception of the City

Objective 2: Implement an emergency communications system that is compatible with the new building

Champion: John Keohane

Supporting Staff: Kim Parson, Donald Hunter, Public Safety staff

Key Tasks/Activities	Target Dates
1. Identified potential funding and obtained approval from Council; awaiting funding source from City. All preliminary work has been completed. \$	9-2014
2. Identify equipment needs	7-2014
3. Issue state contract for identified equipment	9-2014
4. Procure and purchase all communications equipment (include radios, etc.) \$	11-2014
5. Install equipment in current building	2-2015
6. Complete training of personnel and testing phase for equipment, to include programming of radios	4-2015
7. Relocate equipment to new public safety building \$	TBD
8. Provide ongoing maintenance and technical updates as required/needed	Ongoing

HOPEWELL ACTION PLAN

Strategic Goal Title: Public Safety

Provide a safe and secure environment to enhance internal and external perception of the City

Objective 3: Implement a career development program (CDP) in the police and fire departments to retain personnel

Champion: John Keohane, Donald Hunter Supporting Staff: HR, Finance, designated internal staff

Key Tasks/Activities	Target Dates
1. Fund CDP for Fire and Police personnel in FY 15-16 year budget \$	7-2014
2. Implement CDP. <ul style="list-style-type: none">➤ Police - many police officers will move up CDP on September 17, 2014. Approximately 35 officers will advance in CDP.➤ Fire plan draft completed.	On track 11-2014
3. Maintain and update as needed	Ongoing

HOPEWELL ACTION PLAN

Strategic Goal Title: Public Safety

Provide a safe and secure environment to enhance internal and external perception of the City

Objective 4: Develop and implement a public relations strategy to improve the perception of Hopewell as a safe and inviting place to live

Champion: John Keohane, Donald Hunter, Mark Haley Supporting Staff: Herbert Bragg/other Directors

Key Tasks/Activities	Target Dates
1. Work with the City to develop a public relations/image strategy and campaign, bringing the public safety perspective	TBD
2. Enhance current PR outreach programs in each department through education and community risk reduction programs, including strategies such as: <ul style="list-style-type: none">• Launch strategic social media campaign to increase/improve community relations, including Twitter \$• Educate employees to be ambassadors for the City to enhance a positive community perception• Conduct one command walk per month through the City to foster positive relationships• Conduct “reset” in communities involved in traumatic events, to include Police Department, Social Services, & faith based community (completed 5)• Continue to produce the Police Department Annual Report and encourage greater awareness of outreach programs	Ongoing

HOPEWELL ACTION PLAN

Strategic Goal Title: Public Safety

Provide a safe and secure environment to enhance internal and external perception of the City

Objective 4: Develop and implement a public relations strategy to improve the perception of Hopewell as a safe and inviting place to live

Champion: John Keohane, Donald Hunter, Mark Haley Supporting Staff: Herbert Bragg/other Directors

Key Tasks/Activities (Continued)	Target Dates
<p>2. Enhance current PR outreach programs in each department through education and community risk reduction programs, including strategies such as:</p> <ul style="list-style-type: none">• Conduct 100 outdoor roll calls throughout the year in Police Department (average 8 per month)• Increase number of alternative patrols, to include walking/bike patrols• National Night Out (completed August 2014)• Police Explorers Bike Rodeo - 75 children participated (completed August 2014)• Fire to conduct “teachable moments” by visiting citizens within a 2 block radius after a residential fire.• Smoke Detector Program• Home Safety Survey Program• Survivor Day Event	Ongoing

HOPEWELL ACTION PLAN

Strategic Goal Title: Public Safety

Provide a safe and secure environment to enhance internal and external perception of the City

Objective 5: Provide funding for manpower and equipment to insure we can maintain state accreditation status and continue proactive public safety strategies

Champion: John Keohane Supporting Staff: Robert Skowron, John Irons, Devron Bourque, & designated staff

Key Tasks/Activities	Target Dates
1. Approve funding for the Accreditation Manager position \$	7-2014
2. Maintain training, staffing, and educational requirements for state accreditation	Ongoing
3. Maintain all existing equipment and new equipment to accreditation standards	Ongoing
4. Conduct annual reviews of all 190 accreditation standards (next external reaccreditation review occurs in 2017)	Ongoing

HOPEWELL ACTION PLAN

Strategic Goal Title: Public Safety

Provide a safe and secure environment to enhance internal and external perception of the City

Objective 6: Gain accreditation and to maintain a Fire Department Equipment Replacement Program.

Champion: Donald Hunter

Supporting Staff: TBD

Key Tasks/Activities	Target Dates
1. Approve funding for the Accreditation \$	FY 2015
2. Maintain training, staffing, and educational requirements for state accreditation	Ongoing
3. Maintain all existing equipment and new equipment to accreditation standards	Ongoing
4. Conduct annual reviews of all accreditation standards	Ongoing

HOPEWELL ACTION PLAN

Strategic Goal Title: Infrastructure

Improve the overall appearance and perception of the City by providing excellent facilities and core services

Objective 1: Develop and implement a street improvement program that identifies long term needs, phased improvements, and increased dedicated annual funding, to include curb and gutter and pedestrian friendly improvements

Champion: Ed Watson Supporting Staff: Johnnie Butler

Key Tasks/Activities	Target Dates
1. Take recommendation to Council for adoption of objective criteria for ranking and modifying paving, curb and gutter, and sidewalk lists	10-2014
2. City Manager appoints a Priority List Review Committee with representatives from Planning, Risk Safety, Police, City Engineer, Public Works, and school transportation representative	1-2015
3. Present current ranked list in conjunction with annual budget priorities	FY 15-16

HOPEWELL ACTION PLAN

Strategic Goal Title: Infrastructure

Improve the overall appearance and perception of the City by providing excellent facilities and core services

Objective 2: Evaluate drainage needs as they relate to stormwater regulations and implement improvements as required

Champion: Ed Watson Supporting Staff: Ben Leach

Key Tasks/Activities	Target Dates
1. Continue with ordinance adoption	Completed 6-2014
2. Develop Stormwater Infrastructure Master Plan	7-2015
3. Develop a phasing plan for funding and implementation	Completed 3-2014
4. Establish stormwater utility \$	12-2014
5. Begin strategic construction plan for stormwater infrastructure	7-2015

HOPEWELL ACTION PLAN

Strategic Goal Title: Infrastructure

Improve the overall appearance and perception of the City by providing excellent facilities and core services

Objective 3: Evaluate staffing in Public Works to ensure that we have adequate line staffing

Champion: Ed Watson Supporting Staff: Monique Robertson

Key Tasks/Activities	Target Dates
1. Develop organizational chart that identifies staffing requirements for current programs	Ongoing
2. Identify costs to fund any additional positions	10-2014
3. Present organizational staffing plan to Council for endorsement \$	2-2015

HOPEWELL ACTION PLAN

Strategic Goal Title: Infrastructure

Improve the overall appearance and perception of the City by providing excellent facilities and core services

Objective 4: Develop and implement a Capital Improvements Plan to prioritize needs and determine funding

Note: Staff recommends establishing a program planning committee whose mission would be to ensure the funding element is in place to achieve CIP objective(s).

Champion: Jerry Whitaker

Supporting Staff: City Manager, Department Heads

Key Tasks/Activities	Target Dates
1. Finance Director establish timeline for Departments to submit capital requests that identify project, cost, and need dates	10-2014
2. Department Heads submit capital project requests	12-2014
3. Finance Director evaluates requests and makes recommendation to City Manager	1-2015
4. City Manager and Finance Director review requests with Department Heads	1-2015
5. City Manager presents CIP to Council during budget process	2-2015

HOPEWELL ACTION PLAN

Strategic Goal: Economic Development

Develop and implement an integrated economic development plan for the entire City that yields job opportunities for Hopewell citizens, enhances our tax base, and increases internal and external foot traffic

Objective 1: Hire a full time economic development director to also serve as assistant city manager

Champion: City Manager

Supporting Staff: HR

Key Tasks/Activities		Target Dates
1.	Develop a job description and action plan to hire the position	4-2014
2.	Hire ACM \$	7-2014

HOPEWELL ACTION PLAN

Strategic Goal: Economic Development

Develop and implement an integrated economic development plan for the entire City that yields job opportunities for Hopewell citizens, enhances our tax base, and increases internal and external foot traffic

Objective 2: Develop and implement a comprehensive economic development plan, with immediate emphasis on the Route 36 corridor

Champion: Charles Dane

Supporting Staff: Neighborhood Assistance/Planning, EDA

Key Tasks/Activities		Target Dates
1.	Final review of EDA plan, finalize and endorse	5-2014
2.	Initiate the Plan	6-2014

HOPEWELL ACTION PLAN

Strategic Goal: Economic Development

Develop and implement an integrated economic development plan for the entire City that yields job opportunities for Hopewell citizens, enhances our tax base, and increases internal and external foot traffic

Objective 3: Study and enhance our incentive package to ensure that it draws in desired businesses.

Champion: Charles Dane

Supporting Staff: HDP, EDA, Planning/Development

Key Tasks/Activities		Target Dates
1.	Maintain local and state Enterprise Development Zone Programs	3-2014
2.	Review incentive package to ensure that Hopewell is attractive to prospective businesses; identify gaps, if any, and make revisions as required (i.e., identify leakage issues and consider targeted industries)	9-2014
3.	Promote current incentives for existing and future businesses	10-2014

HOPEWELL ACTION PLAN

Strategic Goal: Economic Development

Develop and implement an integrated economic development plan for the entire City that yields job opportunities for Hopewell citizens, enhances our tax base, and increases internal and external foot traffic

Objective 4: Develop and implement a business/industry retention plan to ensure that we keep businesses in Hopewell

Champion: Charles Dane

Supporting Staff: HDP, EDA, Planning/Development

Key Tasks/Activities	Target Dates
1. Evaluate and review effectiveness of Hopewell Community and Industry Partnership, to include survey of existing businesses	5-2014
2. Utilize the EDA as the primary agent for this promotion	4-2014
3. Supply business incentive information from local and state governments to current businesses (develop brochure)	8-2014
4. Review business categories (manufacturing vs. Mom and Pop) to develop specific retention strategies	10-14

HOPEWELL ACTION PLAN

Strategic Goal: Economic Development

Develop and implement an integrated economic development plan for the entire City that yields job opportunities for Hopewell citizens, enhances our tax base, and increases internal and external foot traffic

Objective 5: Develop and implement a strategy to enhance knowledge of tax incentives to promote improvement of housing stock and retail/commercial property

Champion: Tevya Griffin, Gail Vance

Supporting Staff: COR, City Assessor, CM/ACM

Key Tasks/Activities	Target Dates
1. Design a City workforce housing tax incentive <u>pilot</u> program to match any private incentives for home buying, including evaluation of budget impact (i.e. police, fire, teachers, social workers, librarians)	1-2015
2. Connect the City's incentive to the recruitment and hiring strategy	5-2015
3. Present to City Council for approval	7- 2015
4. Implement the City workforce housing tax incentive <u>pilot</u> program to match any private incentives for home buying	9-2015
5. Evaluate program and determine whether/how to continue	9-2016
6. Review and evaluate the tax abatement program, to include seniors and veterans, to ensure that we sustain the quality of our housing stock and retail/commercial properties and institute strategies as necessary (consider including inspection as part of the process)	1-2015 through 9-2016

HOPEWELL ACTION PLAN

Strategic Goal Title: Employee Development and Retention

Develop and implement a strategy to retain good employees through employee development, career paths, effective compensation and benefits, and a positive work culture

Objective 1: Develop and implement a defined, uniform compensation plan that assures that our salaries are competitive with surrounding locations

Champion: Gail Vance

Supporting Staff: Mark Haley, Jerry Whitaker, Directors, HR staff

Key Tasks/Activities	Target Dates
1. Approve funding for classification and compensation (C&C) market study \$	7-2014 Not funded
2. Procure consultant and conduct market study	9-2014
3. Develop C&C document and related materials, including updated position descriptions	1-2015
4. Determine financial impact of study	2-2015
5. Seek Council approval and determine implementation strategy	2-2015
6. Conduct staff meetings regarding results and develop implementation strategy and schedule	6-2015
7. Implement strategy	7-2015
8. Conduct annual audits to ensure compliance with compensation plan	Ongoing

HOPEWELL ACTION PLAN

Strategic Goal Title: Employee Development and Retention

Develop and implement a strategy to retain good employees through employee development, career paths, effective compensation and benefits, and a positive work culture

Objective 2: Develop and implement a career development plan

Champion: Gail Vance, Mark Haley Supporting Staff: Directors, designated staff

Key Tasks/Activities	Target Dates
1. Develop foundational plan/document for Career Development Program(CDP)	Complete
2. Educate/train department directors on the CDP	Ongoing
3. Identify positions that are eligible for the CDP	9-2014
4. Develop individual career ladders within Departments including the identification of required/needed competencies	11-2014
5. Determine funding needed for each department (if applicable) \$	12-2014
6. Seek Council approval for any required funding for the CDP	2-2015
7. Educate/train staff on the CDP process and procedures	5-2015
8. Implement CDP within departments	7-2015
9. Evaluate progress and program	7-2016
10. Update/revise CDP as needed	Ongoing

HOPEWELL ACTION PLAN

Strategic Goal Title: Employee Development and Retention

Develop and implement a strategy to retain good employees through employee development, career paths, effective compensation and benefits, and a positive work culture

Objective 3: Develop and implement a succession plan

Champion: Gail Vance Supporting Staff: Directors

Key Tasks/Activities	Target Dates
1. Train/educate senior management on succession planning	10-2014
2. Analyze strategic requirements and develop a roadmap with senior managers	10-2014
3. Identify model process for the City's succession plan	11-2014
4. Identify succession targets in City departments with input from senior management	12-2014
5. Analyze talent pool and address competency gaps in mission critical positions with senior management	1-2015
6. Develop Succession Management Plan that includes strategies	3-2015

HOPEWELL ACTION PLAN

Strategic Goal Title: Employee Development and Retention

Develop and implement a strategy to retain good employees through employee development, career paths, effective compensation and benefits, and a positive work culture

Objective 3: Develop and implement a succession plan (cont.)

Champion: Gail Vance Supporting Staff: Directors

Key Tasks/Activities	Target Dates
7. Develop implementation plan	5-2015
8. Develop an evaluation/accountability plan (identify the metrics that the City will use to measure the effectiveness of the succession program and its approach for making continuous improvements)	5-2015
9. Implement communication and change management strategies (communicate initiatives, programs, and activities at all levels of leadership to obtain buy-in)	6-2015
10. Implement succession strategies to identify, recruit, and select new and prospective leaders (high performing employees) to achieve stated targets	7-2015
11. Analyze/evaluate plan and results	7-2016
12. Recommend improvements	Ongoing

HOPEWELL ACTION PLAN

Strategic Goal Title: Employee Development and Retention

Develop and implement a strategy to retain good employees through employee development, career paths, effective compensation and benefits, and a positive work culture

Objective 4: Develop and implement a plan to market the City as an employer of choice, both internally and externally

Champion: Gail Vance Supporting Staff: Directors, City Administration

Key Tasks/Activities	Target Dates
1. Promote/enhance employee career development and professional training within the City	Ongoing
2. Promote the comprehensive benefits package to potential recruits (i.e. short term disability, long term disability, flexible schedules, PTO, etc.) and create a handout	7-2014
3. Revise employee orientation process including input from HR departmental liaisons	10-2014
4. Enhance recruitment (job postings) to include our benefit offerings	10-2014
5. Develop an on-boarding process to enhance the “first impression” of the City	11-2014
6. Assign department “champions” to serve as mentors during each new employee’s first year	10-2014
7. Promote/enhance the internal employee recognition programs and events (to potential employees and current employees) to increase morale and quality of work life)	Ongoing
8. Promote/enhance employee wellness program	Ongoing

Acknowledgements



City Council

Michael Bujakowski, Mayor
Jasmine Gore, Vice Mayor
Christina Luman-Bailey, Councilor
Roosevelt Edwards, Jr., Councilor
K. Wayne Walton, Councilor
Brenda Pelham, Councilor
Jackie Shornak, Councilor

City Staff

Herbert Bragg, Director of Intergovernmental & Public Affairs
Charles Dane, Assistant City Manager
Matthew Ellinghaus, Deputy Director of HRWTF
Scott Firestine, Director of Appomattox Regional Library
Jeanie Grandstaff, Director of HRWTF
Tevya Griffin, Director of Neighborhood Assistance & Planning
Andy Hagy, Economic Development Director
Mark Haley, City Manager
Donald Hunter, Fire Chief
John Keohane, Chief of Police
Ray Spicer, Director of Social Services
Jo Turek, Director of Recreation & Parks
Gail Vance, Director of Human Resources
Horace Wade, City Planner
Ed Watson, Director of Public Works
Jerry Whitaker, Director of Finance